

TVO Media Education Group Business Plan Summary

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Introduction

TVO Media Education Group is a social impact agency focused on changing lives and enriching communities through the power of learning.

We continue to transform from a traditional public television station into a multiplatform digital media and learning organization, leveraging technology to bring new learning opportunities to communities across the province.

TVO's content prepares our children for school and life. It helps students of all ages achieve their academic goals with engaging learning resources that help them navigate Ontario's curriculum. And it explores important issues and solutions from a range of diverse perspectives.

More specifically, TVO provides Ontarians with multiplatform educational programming for kids; the largest online secondary school in Ontario; ground-breaking original documentaries; in-depth current affairs content from multiple Ontario perspectives; and award-winning digital-learning products and services, including a library of digital course materials for students from Kindergarten to Grade 12.

This business plan outlines how TVO will build on these offerings to expand and enhance our digital publishing capability in both current offerings and digital learning content.

Strategic Direction

Purpose, Vision & Mission

TVO has adopted a strategic plan that is rooted in our education mandate, placing priority on initiatives that support the Ontario curriculum and provide learning opportunities for all Ontarians. The strategy identifies the overall direction of the agency, including our Purpose, Vision and Mission.

Purpose: To inspire learning that changes lives and enriches communities.

Vision: To be a globally recognized digital learning organization.

Mission: Create engaging learning experiences for all, delivered through quality content, services and technology.

A number of central themes run throughout TVO's strategy and this business plan. Among the most prominent are advancing our digital transformation through a "digital first" focus, and an emphasis on the importance of connecting with traditionally underserved communities where we can help give voice to underrepresented perspectives and where our curriculum-based educational products and services can have maximum impact.

Other important themes addressed in this business plan include: increasing reach and relevance in our identified growth audiences; prioritizing opportunities and capacity to grow self generated revenue; refining our organizational culture to reflect capabilities and skillsets for the digital world; and enhancing our focus on engagement and impact through our content and initiatives.

Strategic Imperatives

The overall objectives of our strategy and this business plan are to expand our reach, grow our audience, enhance our relevance, and increase our revenue. To achieve these objectives, four strategic imperatives have been identified.

1. Create a high-performing, adaptable, equitable, forward-thinking learning organization

2. Build an accessible world class digital learning brand
3. Evolve an integrated digital content and channel strategy
4. Grow revenue streams for reinvestment in TVO and focus resources to achieve financial sustainability

Brand Architecture

Last year, TVO adopted a new brand architecture consisting of an umbrella brand – TVO Media Education Group (in some contexts presented as “tvo.me”) – and four sub brands: TVOkids, TVO Learn, TVO Today and TVO ILC. Everything we do, and all of the content we produce, is presented under one of these brands.

- **TVOkids** is focused on preparing kids, aged 2-8, for school and life – embedding critical thinking and social emotional learning at the heart of what they see.
- **TVO Learn** is our emerging digital learning ecosystem established with the aim to be the digital learning destination of choice for learners everywhere.
- **TVO Today** explores important issues and their solutions, focusing on context and analysis, providing verified information and diverse perspectives that allow audiences to draw their own conclusions.
- **TVO ILC** is an academic institution offering more than 140 online, independent study, secondary school credit courses to students across Ontario and beyond.

Growth Segments

TVO’s audiences reflect its legacy and reputation in digital learning, kids, current affairs, and documentary content. While we remain committed to building all of these audiences, there are audiences and communities that have traditionally been under serviced, where TVO has been underrepresented, and/or where TVO’s resources can have an especially significant impact.

For this reason, TVO has identified a number of target growth audiences:

- ✓ Children aged 2-plus;
- ✓ Students enrolled in elementary or secondary school courses;
- ✓ Life-long learners between the ages of 18 and 45; and
- ✓ Ontarians in underserved communities (including Indigenous peoples, racialized Ontarians, New Canadians, LGBTQ2S+, and those living in remote communities among others).

Overview of Programs and Activities

A) Content and Services

TVOkids

TVOkids is central to the strong brand reputation TVO has built over the past 50 years and remains key to our plans going forward.

The kids' television market is now at the point where most viewing happens on streaming platforms. Key to TVO's continued evolution in this new environment is a commitment to developing content where we own the intellectual property rights.

Although this is a departure from our approach to TVOkids content in recent years, which involves TVO owning little of the long-term IP rights, it is something TVO has successfully done in the past.

In developing our new strategy and plan for TVOkids we conducted comprehensive market research with both kids and parents. This research identified an opportunity to appeal to older cohorts – tweens and teens – and led to the development of a digital-first video series called “Know Brainers”.

Key TVOkids initiatives this business plan cycle include:

- Transitioning from a traditional broadcast orientation to being purpose built for digital-first
- Placing Emphasis on the development and distribution of “curriculum-linked” and “curriculum-based” content
- Launching a new TVOkids.com website

TVO Learn

Originally launched during the pandemic, TVO Learn is adapting and evolving into a ‘learn-scape’ that facilitates learning with digital tools that afford students the ability to decide what, where, and how they learn. This approach allows students to personalize their learning journey and address any learning recovery needs they may have as we move into the post-Covid period.

Within the timeframe of this multi-year plan our objective is to develop a brand and product ecosystem with the goal of making TVO Learn the digital learning destination of choice for learners everywhere. The plan is to create a system of interconnected experiences focused on empowering students to succeed in their academic careers, regardless of the barriers they face.

Key TVO Learn initiatives this business plan cycle include:

- Using the TVO Learn web site to leverage curated components, resources videos, etc. from TVOkids, TVO mPower, TVO Mathify and TVO Today.
- Re-envisioning our approach to gaming through both TVOkids and TVO mPower, with a priority on curriculum-based games, mini-games and mobile accessibility.
- Expanding the way we use social media to appeal to K-12 students and parents, including potentially expanding into platforms such as Pinterest and others that emerge.

TVO Today

The primary objectives of TVO Today during the span of this business plan are to: expand our digital-first content aimed at the 18–45-year-old demographic; focus on under-served and under-represented communities; create supplementary curriculum-linked materials for use in classrooms; and produce more content of which TVO owns the IP.

TVO Today faces a generational challenge. Millennials (aged 26-41) and the following generation have repeatedly demonstrated that they do not mature into their elders' media habits. As such, TVO

Today can no longer be a broadcaster that also repurposes content on digital. Rather, we are evolving to be a digital media company operating on multiple platforms, including broadcast.

To achieve this, we are creating a production model that is agile, fosters hybrid skill sets (shooting, editing, producing, marketing, optimizing for digital platforms, etc.), is responsive to data analytics, and brings together cross-disciplinary teams from inception to completion.

Key TVO Today initiatives this business plan cycle include:

- Launching 6 new in-house content series, four aimed at adult audiences (incl. The Thread, Nerds on Politics, and Agenda Explainers) and two at tweens/teens (incl. Know Brainers).
- Introducing a new team structure to facilitate our transition from a traditional broadcast orientation to being purpose built for digital-first.
- Emphasising the development of “curriculum-linked” and “curriculum-based” content
- Developing a plan for sponsorships and partnerships to develop an additional funding stream, potentially along the lines of the Wilson Foundation partnership which is currently funding TVO Today Live.

TVO ILC

TVO ILC plays an important role in TVO's vision to be a globally recognized learning organization, and we have adopted an ambitious plan to position TVO ILC for this challenge.

The plan begins with an enhanced commitment to customer experience by focusing on two complimentary initiatives:

1. *Evolving the product and supporting technology in areas that directly impact customer experience*
2. *Creating a high-performance team by embracing new ways of collaborating to serve customers*

Key TVO ILC initiatives this business plan cycle include:

- Improved systems for communicating with customers throughout the registration and onboarding process.
- Reorganization of ILC's staff structure to correspond to service area needs as they relate to Student Support Services and the student journey.
- Localized versions of ilc.org in target international markets with language and marketing that is appropriate to the individual market.
- New survey tools to better understand and track customer experience.
- Revenue generation focused on priority markets including include Taiwan, India and Columbia where we have made gains through respective educational authorities.

B) Support Imperatives

People & Culture

TVO's People & Culture strategy is centered around a philosophy that puts people first, encourages diversity of thought, promotes a focus on key strategic objectives, and creates space for employee growth to succeed in an ever-changing environment.

Future of Work (ongoing)

During the pandemic, we made the decision to implement a hybrid model of work to create a level of connectivity for our employee groups while retaining a level of flexibility for remote work. It allows our teams to be more engaged and work collaboratively through daily operational challenges efficiently.

Recruitment, Retention and Engagement (ongoing)

Things are unsettled in the job market. Attracting and retaining talent, particularly in the highly competitive digital education space, will continue to be a challenge. Demand for historically underrepresented groups in media and the supply of known talent is limited. We will continue to increase our recruitment resources and outreach efforts by participation in job fairs, and connecting with colleges and community groups in order to diversify our candidate pool.

Employee Value Proposition Strategy (FY2023/24)

Our Employee Value Proposition has a focus on 3 main areas: Purpose, employee development and compensation. The results of our Employee Engagement Survey will help us refine the Employee Value Proposition strategy and to improve both our internal and external branding with a goal of developing a more committed, engaged, and productive workforce.

Employee & Leadership Development program (4 parts)

This year saw the launch of the Employee and Leadership Development Program. The program was developed so we can continue investing in employees' and leaders' growth in areas such as learning about foundational business elements, building up one's own toolkit, and developing one's leadership capabilities.

DE&I 3-year action plan (ongoing)

Our three-year DE&I action plan runs from 2022/23 to 2024/25 and is designed to support an environment where people feel they belong, where everyone can take part in this journey, and where all voices are valued and heard.

We will continue to focus on the three pillars of:

1. **Content:** We are committed to being increasingly discerning about the images, content, learning resources, and experiences we provide to the people of Ontario; and to ensure they align with our belief in and commitment to raising awareness around issues of social justice.
2. **Workplace Culture:** We are committed to creating an equitable workplace with a culture of inclusion in which every employee feels welcome, valued, respected, and included, eliminating barriers and limitations to where they can contribute and what they can achieve.
3. **Workforce:** We believe in creating a workforce that reflects the diversity of the Ontarians we serve through equity in attracting, hiring, promoting, and providing leadership opportunities for all employees and the full talent pool of Ontarians. We are continually reviewing our

policies and our actions to identify any equity issues that may exist and to take immediate action to address them.

DE&I Annual Survey (ongoing)

We continue to undertake an annual DE&I survey. This helps us better understand the unique characteristics of our workforce, inclusion gaps and opportunities to build a strong diversity and inclusion strategy, aligned with our programs and policies.

Information Technology and Electronic Service Delivery Plan

TVO will continue to accelerate our digital transformation through targeted investments that directly support our media programming content development, digital course production and business operations activities. Transitioning our programming from broadcast-focused to digital-first will require widespread change to engender the abilities, capacities, and processes necessary to achieve our new strategic goals.

In addition, TVO maintains a wide array of technologies that requires ongoing maintenance and support. The following plans represent TVO's key strategically and operationally significant technology initiatives.

Digital Media Solutions Replacement (FY2023/24)

Transitioning to digital-first requires widespread organizational change to engender the abilities, capacities, and processes necessary to achieve our new strategic goals.

Finance Systems Improvements (FY2023/24)

We will be upgrading or replacing all legacy finance systems with more modern cloud-based tools (began in FY2022/23 and continues into FY2023/24).

Support for Philanthropy (FY2023/24 ongoing)

To enhance our digital solicitation and stewardship activities our properties will be tightly integrated with personalized requests to give, enhanced positioning and visibility of messaging, and significantly enhanced communication tools and data for optimized campaigning

Support for Marketing, Outreach and Communications (FY2024/25)

We will be undertaking procurement of a cloud-based organization-wide CRM to assist in managing all of our organization's relationships and interactions with prospects and customers. This will be further integrated with deeper shared data insights between other CRM and customer data points to provide richer opportunities for ongoing engagement.

Investment in the Cloud (FY2023/24 ongoing)

TVO's unique needs as a studio-based media producer with requirements for the use of advanced technologies have predicated our investment in Cloud Technologies. Cloud technologies afford us the ability to operate at a scale securely and at a reliability level that could not be matched with our previous on-premises hosting.

Data, Security, and Privacy (FY2023/24 ongoing)

Adopting a hybrid, multicloud infrastructure model entails careful additional privacy and security considerations, which will be addressed in the business plan cycle.

OTA Transmission Network Improvements (ongoing)

To continue reliable OTA broadcast at our tower locations, maintenance, upgrades and replacements are required that include backup transmitters, generators and electrical upgrades.

Marketing and Communication Plan

The TVO Brand has a very strong base. Research indicates that Ontarians trust TVO and believe TVO products and services are safe and reliable for themselves and their families to interact with. Audiences also associate TVO with providing quality content and an intelligent perspective. These strengths position TVO well for transformation and growth through the next phase of the strategic plan.

However, there is lack of clarity and understanding of everything that TVO is and what it stands for. Our 50-year history in media contributes to perceptions that TVO can be dated and lacking relevance with today's audiences.

Last year we adopted TVO Media Education Group as our operating name. The new name better identifies our core business and re-casts TVO as a digital media and learning organization while continuing to leverage our historical equity as a trusted source for content creation and delivery.

The new branding refines how the agency is presented to our audiences in a way that highlights both our educational centricity and the broad scope, breadth, and depth of TVO's multi-media platform – something our previous branding did not do.

In this way, TVO's branding will support and reinforce key elements of our strategy by expanding our positioning beyond the television milieu and connecting the TVO brand with the digital and educational content now being prioritized.

Although TVO's legal name remains The Ontario Educational Communications Authority, this name will continue to be used only when full legal names are required.

TVO has adopted two new wordmarks.



The TVO Media Education Group logo will be used on corporate documents, government and Ministry communication, and business-to-business communication, as well as in some public communication (especially in the early days when the new name and positioning are still taking-hold).



The tvo.me wordmark is a more informal logo, incorporating the letters 'me' from 'media education' in a way that feels more personal and allows for a closer, more intuitive connection between TVO and the audience. It is an expression of TVO that conveys more personality than the formal wordmark and, while less descriptive, conveys its own underlying messages of accessibility and community connection that are important aspects of TVO's strategy.

The two wordmarks are designed to complement each other as alternative expressions of TVO. Over time, as the full scope and focus of TVO become better understood, and the descriptive attributes of the formal logo become less required, the plan is for the tvo.me logo to play an increasingly prominent role in TVO's marketing and public communication.

In developing our new strategy, we conducted research and implemented a new brand architecture (see Strategic Directions section for details). By the end of FY2022/23 we will have completed the first stage of rolling out the new architecture.

Our goals are clear:

1. Shift TVO’s brand perception. Be known for what we do now, not just in the past.
2. Grow audience reach and relevance. Drive impact and engagement with our products.
3. Grow revenue. Build compelling value propositions for why donate or purchase.

Resources, Budget and Risk Management

TVO is funded by the Province of Ontario and through self-generated revenue. TVO’s primary sources of self-generated revenue include contributions from donors and sponsors as well as course fees received through TVO ILC.

The financial assumptions underlying this business plan include:

- Provincial Funding (base grant, Mathify funding, capital maintenance funding, and Over-the-Air (OTA) infrastructure) remains at current levels over the three-year term of this business plan.
- TVO’s Canadian Radio-television and Telecommunications Commission (CRTC) broadcast licence will be renewed for 7 years, facilitating continued broadcasting when the current licence expires on August 31, 2023.

Budget

Following is a summary of TVO’s operating budget.

| Amounts in \$000's | Approved Budget | Forecast @ Q2 | Multi-Year Business Plan | | | Variance to Prior Year | | |
|--|-----------------|---------------|--------------------------|---------------|---------------|------------------------|--------------|----------------|
| | 2022/23 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Year 1 | Year 2 | Year 3 |
| Revenues | | | | | | | | |
| Recurring Operations | 62,760 | 62,967 | 67,015 | 68,186 | 68,591 | 4,048 | 1,171 | 405 |
| Non-Recurring Operations | 2,086 | 5,664 | 6,121 | 4,645 | 1,600 | 457 | (1,476) | (3,045) |
| Total Revenues | 64,846 | 68,631 | 73,136 | 72,831 | 70,191 | 4,505 | (305) | (2,640) |
| Expenditures | | | | | | | | |
| Recurring Operations | 63,076 | 62,994 | 67,537 | 68,708 | 68,722 | (4,543) | (1,171) | (14) |
| Non-Recurring Operations | 1,771 | 4,810 | 5,599 | 4,123 | 1,469 | (789) | 1,476 | 2,654 |
| Total Expenditures | 64,846 | 67,804 | 73,136 | 72,831 | 70,191 | (5,332) | 305 | 2,640 |
| Net Operating Surplus/(Deficit) | 0 | 827 | 0 | 0 | 0 | (827) | 0 | 0 |

Risk Management

TVO’s risk management framework aligns with the Enterprise Risk Management Directive, the risk-based approach and risk reporting under the agencies and appointments directive, and the OPS Enterprise Risk Management Framework, all provided by the Management Board of Cabinet and the Treasury Board Secretariat.

Under this framework, TVO conducts a quarterly risk assessment which is reviewed with our Board. Further, risk mitigation action plans and ongoing controls have been implemented for all risks where the risk treatment approach is other than “accept”.